

## CORPORATE CAPACITY AND RESOURCES

- What is the risk capacity of the company's owners and/or shareholders?
- What is the company's financial situation in terms of cashflow, borrowing capacity or assets?
- What is the human resources capacity? How much can you stretch existing resources? How accessible are trainable staff? How much training is required? What is the cost?
- What is your operations and/or production capacity? Do you have additional shift capacity internally? Can you expand capacity through subcontracting or other means? At what rate of capacity is your plant currently operating? What are potential bottlenecks? Do you have the option of contracting out more business effectively and reliably? How much is done in-house vs. contracted out?
- What is your research capacity? Can you access the talent you need? Where is your process R&D located? Is it well-staffed and supplied? Do you have cooperative agreements with other research centres such as universities and research institutions? Do you collaborate on research with other firms?
- Can you access and/or source necessary raw materials, parts and components? From where do you access these? Are your suppliers stable and reliable? Where do you assemble product? Why? Is your current solution to this task optimal for the market you want to enter?

## SUBCONTRACTOR AND/OR SUPPLIER CAPACITY

- How much capacity exists with your subcontractors? What are their plans, geographic reach, and resources? Do they provide you with a priority service or are you one of many customers?
- Are there other potential suppliers and/or contractors? What are their capacity, geographic reach, plans and resources?

## STRATEGIC ANALYSIS

By answering the questions related to your internal competencies, capacity and resources, you can assess where your company offers real value to your customers, your capacity to act, and identify areas that will require further development. It will further clarify where it is important for you to maintain control over your operations, where you can realistically subcontract services or products, and what the nature of these relationships should be. The competitive analysis will help refine what your company needs to do in order to capture or sustain a market leadership position.

This internal analysis should then be combined with an "environmental scan" of the external environment prior to making a decision about whether or not to expand beyond current markets.